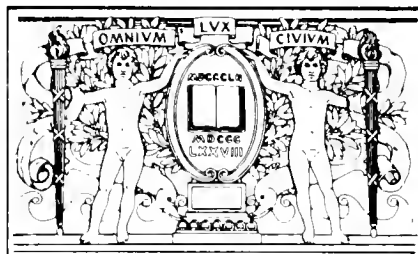


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The Economic Revitalization of ROXBURY / GREATER DUDLEY

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Narrative Project Description

This package represents a compilation of raw data and observations that have been collected as the initial step in creating a framework for the revitalization of the Dudley Square Business District.

It is anticipated that this material will be presented to a number of key community groups who are actively involved in the creation of planning and development strategies for the Roxbury community. The purpose of these presentations will be to provide an overview of the current planning and development needs and opportunities in Dudley Square; and to initiate a dialogue between the community and the BRA that will evolve into a comprehensive physical and economic development plan for Dudley Square. Consequently, this package can be viewed as the basic building block of a plan that will bring economic strength and vitality to this area.

The dismantling of the Orange Line has created unlimited opportunities for the planning and implementation of a physical revitalization plan that will highlight the architectural character and beauty of the Square. Additionally, there is also the need to address economic restructuring that will result in additional jobs and a stronger retail/service base within Dudley Square as well as a strategy for attracting and obtaining the funds necessary to implement the plan.

We look forward to working with the community in creating a plan that addresses both short and long-term objectives that accurately reflects the communities vision of growth and opportunity within the Dudley Square Business District.

Dudley Square District

Preliminary Physical Design Assessment and Options for the Future

This preliminary design assessment is based on a review of available site documentation and field visits to the Dudley Square Area. It is essentially a summation of issues and opportunities relevant to the intended goals of revitalizing the Study Area.

The Dudley Square Area as defined by the Roxbury Interim Planning Overlay District Report is located in the heart of Roxbury and is bound by Melnea Cass Boulevard to the north, St. James Street to the south, Harrison Avenue - Warren Street to the east and Shawmut Avenue - Washington Street to the west. It is one of the largest and most developed commercial nodes in Roxbury. It has also served as a location for one of the primary bus and transit terminals for Boston.

When the Orange Line existed, elevated above Washington Street, it was the frame of reference with which the area was recognized and defined. The terminal stop at Dudley Station provided the area with a focal point. Removal of the elevated in 1987 created a void in the overall urban experience of Washington Street, and revealed a diversity previously overshadowed.

Currently the area is a collection of many varied land uses from the historic Old Roxbury Burying Grounds off Melnea Cass Boulevard, to the Orchard Park housing project off Harrison Avenue. Many of the existing buildings remain in good to fair condition and generally range in heights from one to four stories with only a couple of higher buildings, the seven story Ferdinand Building being the highest.

Some buildings, however, detract from the overall quality of the area in their use, such as the auto repair yard on Harrison Avenue between Taber and Zeigler. This detractive quality also includes several vacant and underutilized sites, the most significant being the Blair site between Palmer and Eustis Street.

Much of this is a direct result of the previously existing elevated line. Its overall impact at street level was to depress the value and quality of many existing structures. Some were demolished as a result. This continuous deterioration of the urban fabric includes the infrastructure as well as buildings. Substandard sidewalk, street and lighting conditions in the area have helped to exacerbate the overall perception and recognition of the Dudley Square Area as unkempt, unsafe and undesirable.

In spite of this, the area thrives as a commercial and transportation center. Daily and weekend business generates substantial activity along both Washington and Warren Street. Many merchants actively maintain the quality of their business establishment, through rehabilitation or renovation programs, in recognition of the available local and commuter market.

Dudley Station still serves several hundred area-wide bus commuters daily. The site is recognized as the transportation hub of Roxbury and the remains of the Elevated Orange Line Shelter reinforces this historical association.

The Dudley Square Area, in and of itself, has also become a key traffic center. Both local and regional travelers pass through this strategic location via New Dudley Street, Melnea Cass Boulevard, Harrison Avenue and Washington Street. The Civic Center site is continuously active with in-and out-going police traffic as well as taxi service located along its periphery. Compounding all of this is the commercial traffic servicing the business establishments in the Dudley Square community.

As it exists today, the Dudley Square Area encompasses many diverse qualities, both positive and negative. Most significantly, it lacks any recognition of its potential as an urban center. To further understand as well as acknowledge this potential, area-wide qualities have been divided below into issues and opportunities.

Issues regarding the Study Area can be seen as follows:

- o The inconsistent nature of the streetscape including some existing signage, in type and/or location; facade treatments, with regard to openness or overall upkeep; sidewalks in their general upkeep and/or ability to accommodate significant pedestrian traffic flow because of typically narrow sizes.
- o The often problematic relationship of pedestrian, and automobile traffic which is compounded by: the constant bus movement around Dudley Station; the police and fire stations located off Warren and Dudley Street; and the taxi center location in front of the Police Station. Specific locations, include the Washington Street - New Dudley Street, Warren/Harrison Street - New Dudley Street, and Washington - Warren Street intersections.
- o Parking availability which is perceived to be in short supply either due to; lack of proximity between parking space and its associated business; excessive double parking on Washington, Warren and New Dudley Streets; or discreet locations, such as the Woolworth lot, which lack a sense of security.
- o Inappropriate/inadequate levels of lighting in most of the Dudley Square area which fuels the real and perceived fears associated with the lack of safety in Dudley Square.
- o Inadequate transitional buffers between commercial/retail activities and existing residential neighborhoods, i.e., between the Orchard Park Housing Projects and the non-residential uses along Harrison Avenue, and similarly between residential uses along Shawmut Avenue and the rear of non-residential uses off Washington Street.
- o Inadequate relationship between the public oriented Civic Center Complex and the Dudley Square Area due to the lack of direct pedestrian connection to the fortress-like Complex setting.
- o Deteriorating vacant structures, such as the two buildings found on the Blair site off Washington Street, which may impede the potential for parcelling a larger site for development.

- o Potential impacts related to the introduction of a new replacement transit system to the Terminal site, is required renovation as a station stop, the location and layout of a temporary relocation site and the vacant sites suitable for development.

Opportunities associated with the Study Area include:

- o Recognition of the public transit and traffic significance associated with the Dudley Square Area and the development of this fact as a resource for public awareness regarding its revitalization.
- o- Coordination of new replacement transit system with an overall streetscape revitalization program. Such an effort would require joint development programs between the BRA, the MBTA, as well as the Dudley Square community.
- o Highlighting the relationship and significance of buildings and sites, such as the Ferdinand Building, which reinforce the identity of a Dudley Square Area with their presence.
- o Exploiting the cross-regional traffic connections available with Melnea Cass Boulevard and New Dudley Street, by marking either entry as points into the Study Area. Where development sites are available, consideration should be given to land uses and building types which can reinforce an association between Dudley Square and the cross regional commuter, in a similar manner to the relationship of Harrison Supply and the Goodwill warehouse to Melnea Cass Boulevard and Harrison Avenue.
- o Reparcelling large vacant sites such as the Blair site or the vacant site between Williams and Ruggles to reinforce the urban fabric and to strengthen the historical land use pattern.
- o Accommodation of parking within the Study Area on available vacant sites through the reconfiguration of existing lots or possibly the consideration of a parking structure either on an available site or above an existing lot.
- o Developing upper stories of existing commercial/retail buildings, previously left vacant as a direct result of the elevated train line, into offices or potentially residential units.

Goals and Objectives

The following represents a summary of goals and objectives most applicable to the overall Study Area.

1. Establish a comprehensive long range physical development strategy based on the needs of the resident community, the status of Dudley as a significant regional node and the realities of economic feasibility in the Boston market. These strategies will include:

- o Promotion of a new and improved identity for the Study Area, which transforms the recognition of Dudley from a transit station site to a secure and thriving center.
- o Coordination of all new development, both public and private, as to maximize their overall positive impact within the Study Area.
- o Implementation of an overall improvement program for existing streetscapes including: landscaping, fencing, signage, facade renovations, and all other associated public amenities.
- o Modification of traffic patterns to enhance pedestrian and automobile safety.
- o Development of parking environments for public and commercial uses, that can be both convenient and secure.

2. Accentuate the positive elements within the Area.

- o Enhance the existing built fabric by; establishing pedestrian level datums, i.e., first floor facade treatments including signage, display lighting, etc.; innovatively treating blank party walls with art work, new billboards, etc.; and controlling the use of new billboard signs in appropriate locations.
- o Recognize potential anchor buildings and/or sites within Dudley Square including: the Ferdinand Building, the Old Roxbury Burying Ground, and the Civic Center which may serve as long term identification markers for the area.
- o Highlight architectural resources such as the Nubian Notion Building on Warren Street and the Kornfeld Pharmacy Building on Washington Street, which reinforce the identity of Dudley Square as more than just a transportation center.
- o Upgrade marginal or weak structures where possible and eliminate when necessary to establish a level of consistency in the overall pattern.

3. Develop a consistent, community conscious, land use strategy for the Study Area.

- o Strengthen historical land use patterns, i.e., commercial activity in the middle zones, residential and institutional use on the eastern border, and a mix of uses on the western border. The southernmost edge will be primarily institutional uses.
- o Mitigate incompatible use conflicts through the use of good neighbor policies including buffered edges, fencing, or in the case of parking lots, shared uses.

Conclusions: Short Term Recommendations

The predominant issue facing the short term redevelopment of this area is the problem of creating a positive, improving image. This need, however, is both immediate and intensive. It requires a full scale effort of physical and perceptual transformation to redefine the Dudley Square Area as an acceptable local, and regional environment.

Immediate considerations to accomplish these efforts should involve a relationship between potential development opportunities and the Dudley Square community. Vacant parcels in public ownership and publicly initiated renovation projects should be considered prime opportunities for restructuring the image of Dudley Square. One significant opportunity exists in the future development of the MBTA replacement service for Dudley Terminal.

The MBTA is committed to replacing the previously Orange Line with a new service running down Washington Street and terminating in Dudley Square. Efforts should be undertaken to coordinate this development as a joint effort between the MBTA, BRA and Dudley Square community to maximize the potential development product and impact. As an initial move this could serve as the springboard for all new development in the Study Area.

As part of this replacement service operating on Washington Street, full consideration should also be given to upgrading the existing streetscape environment. Standardized streetscape elements would help to establish a minimal level of continuity to the area. Consistent "thematic", street furnishings, lighting, designed sidewalk patterns, tree plantings, begin to create a new character and sense of involvement in the Dudley Square Area.

Significant parcels in the area to be developed for public use, i.e., the new Post Office, its associated street realignment, and the Roxbury Heritage Park at the Old Roxbury Burying Grounds, should be linked to these previously described improvements. In addition, programs for property upkeep, from street cleaning to signage displays, should be integrated into immediate actions for the benefit of the Study Area. The overall goal being the recognition of a new and improving image for Dudley Square, which in turn will generate renewed interests in this area as a significant commercial and activity center.

PHASE I

An Immediate Action Strategy for Dudley Square

Agent: Dudley Square Association

Program

- a. Attractive streetscape,
storefronts and signs
- b. Effective and sensitive public safety
and security.
- c. Secure parking.
- d. Clean sidewalks, streets and parks.
- e. Aggressive advertising and promotion
**Festival markets on weekends.*
- f. A Retail Academy
*Training and placement for jobs and management
in retail and services.*
**"Open-your-own-store" program.*
- g. Full time day care for Dudley Square
Associates.

Implementation: 3-5 years

PHASE II

A Unified Development Program for Dudley Square

**Agent: Dudley Square Development
Corporation**

Program:

Development action in every block.

- *Stores**
- *Studios**
- *Offices**
- *Workshops**
- *Cinemas**
- *Attractions**

**An Economic Development Strategy
for Greater Dudley**

Agents: Public and private enterprise

Program: 5,000 jobs in office, service
and retail establishments in the
Southwest Corridor and Dudley
Square, including 2,000 jobs for
Roxbury residents.

Implementation: 5-10 years

RETAIL PROGRAMS AND ACTION STRATEGIES FOR DUDLEY SQUARE

Prepared for the
BOSTON REDEVELOPMENT AUTHORITY

Prepared by
MELVIN F. LEVINE & ASSOCIATES, INC.

Condensed Edition
February 2, 1990

RETAIL PROGRAMS AND ACTION STRATEGIES FOR DUDLEY SQUARE

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EXECUTIVE SUMMARY

The purposes of this report are:

- * To present a short-range Retail Program for the Dudley Square Business District and to propose an Immediate Action Strategy for achieving that program ; and
 - * To present a long-range Retail Program for Dudley Square, and to demonstrate the need for an Economic Development Strategy to increase demand in the trade area, and for a Unified Development Strategy to increase the share of that demand to be captured by the retail stores at Dudley Square.
1. The total amount of space devoted to retail stores, restaurants, consumer services and banks in the Dudley Square business district is 246,000 s.f.
 2. The retail component of this program comprises 203,000 s.f. of shopping goods and convenience establishments with sales of \$ 38.0 million a year (\$ 190/s.f.).
 3. The retail program would be expanded to 230,000 s.f. in the short range, Phase I, by the leasing of 30,000 s.f. of vacant store space. Total sales would increase to \$ 46 million a year (\$ 200/s.f.).

This increase in sales would be stimulated by an Immediate Action Strategy designed to improve public safety & maintenance, parking, the design of the shopping environment, and marketing so as to attract more business from the existing household and income base in the Roxbury trade area from which Dudley Square derives most of its customers. The Immediate Action Strategy would be supported by improved services from public agencies and by payments of a percentage of the increase in sales to be generated by the Action Strategy.
 4. The retail program would be expanded to 290,000 s.f. in the long range, Phase II, by the addition of 60,000 s.f. of new retail store space including a supermarket. Total sales would increase to \$ 58.0 million a year (\$ 200/s.f.).

This increase would be achieved by an aggressive Economic Development Strategy designed to increase consumer demand by creating 100 to 200 new jobs a year and adding 100 to 200 new households a year in the Roxbury trade area over a period of ten years; and by a Unified Development Strategy that would improve the merchandising mix to increase the share of the new demand to be captured by the expanded retail program in Dudley Square.

DUDLEY SQUARE SPACE-USE INVENTORY

The Dudley Square Business District comprises an area of approximately 60 acres bounded by Melnea Cass Boulevard on the north, Harrison Avenue on the east, St. James Street on the south, and Shawmut Avenue on the west (see DUDLEY SQUARE map, page 3). The BRA prepared a "Use and Condition Survey" of the Dudley Square Business District in November 1989. This survey information is organized into two basic groups for the purposes of this report:

1. Retail, Consumer Services & Banks, comprising 70 establishments with first floor access occupying approximately 246,000 s.f. of floor space; and
2. Offices & Other Activities, comprising 158 other locations with approximately 976,000 s.f. of occupied and vacant non-residential and residential space.

The total Space-Use Inventory, therefore, comprises 228 establishments and locations in approximately 1.2 million square feet of occupied and vacant floor space.

The Retail, Consumer Services & Banks establishments constitute the retail development programs for this report. These establishments are organized further into groups that reflect customer spending patterns and that are used by the U.S. Census for reporting retail sales information. These are:

- a. General Merchandise, Apparel, Furniture and Other shopping goods stores in which customers do comparison shopping, identified by the acronym GAFO ;
- b. Miscellaneous Retail stores, Food stores, and Eating & Drinking Places which are characterized as Convenience establishments; and
- c. Consumer Services & Banks which include establishments such as personal and repair services, medical and dental services, and banks and other financial services that typically occupy retail store space with first floor access for customers.

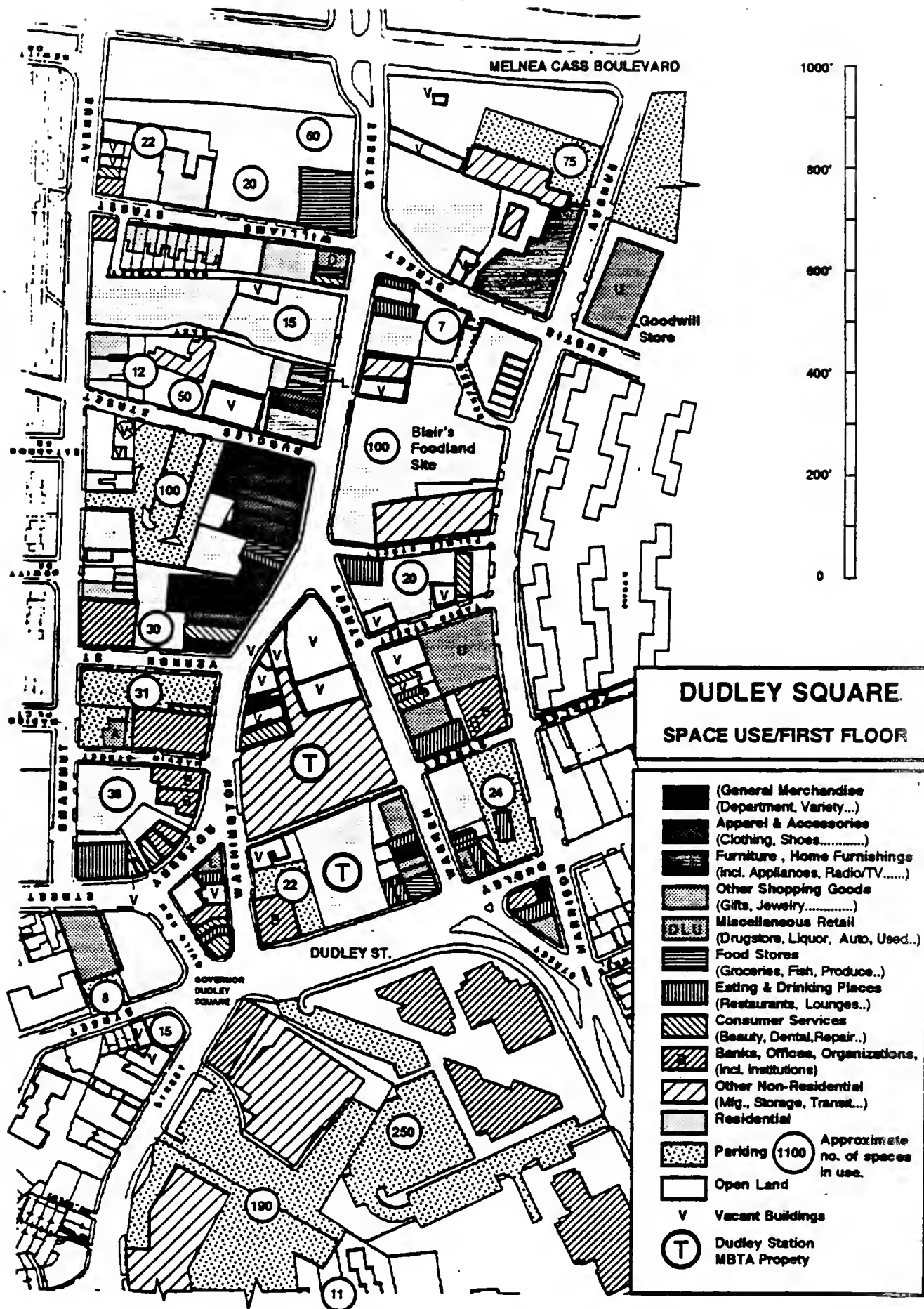
A summary table of the Dudley Square Space Use Inventory follows on page 2.

SUMMARY: DUDLEY SQUARE SPACE USE INVENTORY

<u>Retail</u>	<u>No.</u>	<u>Square Feet</u>
General Merchandise	2	35,400
Apparel & Accessories	13	28,300
Furniture, Home Furnishings, etc.	2	34,000
<u>Other Shopping Goods</u>	<u>2</u>	<u>6,000</u>
Subtotal <u>GAFO</u> (Shopping Goods) Stores	19	103,700
Miscellaneous Retail	8	46,400
Food Stores	7	22,200
<u>Eating & Drinking Places</u>	<u>17</u>	<u>30,700</u>
Subtotal <u>Convenience</u> Retail	32	99,300
Consumer Services	16	30,300
<u>Banks (First Floor)</u>	<u>3</u>	<u>13,000</u>
Subtotal <u>Consumer Services & Banks</u>	<u>19</u>	<u>43,300</u>
Total <u>Retail, Consumer Services & Banks</u>	70	246,300
Offices, Organizations &		
Other Non-Residential Locations	37	423,900
Vacant Non-Residential Locations	52	407,200
<u>Residential Locations (Occupied and Vacant)</u>	<u>69</u>	<u>144,700</u>
Total <u>Offices & Other Locations</u>	158	975,800
GRAND TOTAL ALL LOCATIONS	228	1,222,100

Summary of definitions:

- * GAFO = "General Merchandise, Apparel, Furniture and Other Shopping Goods" retail stores in which customers do comparison shopping.
- * Convenience = "Miscellaneous Retail Stores, Food Stores, and Eating & Drinking Places."
- * Consumer Services & Banks = "Personal & Repair Services, Medical & Dental Services, Banks & Financial Services".



RETAIL PROGRAMS AND ACTION STRATEGIES

The existing GAFO & Convenience retail program of 203,000 s.f. in Dudley Square is operating at an average sales level of approximately \$ 190 per square foot to produce a total sales volume of \$ 38.0 million a year.

The Phase I retail program of 230,000 s.f. is proposed to operate at an average sales level of \$ 200 per square foot to produce a sales volume of \$ 46.0 million a year.

This is \$ 4.2 million, or 10 %, higher than the fair share sales volume of \$ 41.8 million derived for that program by a conventional market analysis using a gravity model approach, also known as Reilly's Law, after the work of Dr. William J. Reilly, University of Texas, 1929.

The Phase II retail program of 290,000 s.f. is proposed to operate at an average sales level of \$ 200 per square foot to produce a sales volume of \$ 58.0 million a year.

This is \$ 8.4 million, or 17 %, higher than the fair share sales volume of \$ 49.6 million derived for that program by a conventional market analysis (see RETAIL PROGRAMS map, page 7).

Aggressive Action Strategies would be required to increase the sales volumes from the conventional fair share levels to the higher target levels needed to encourage new stores to enter the Roxbury market

- a. An Immediate Action Strategy is proposed for Phase I, to improve the quality of the retail experience at Dudley Square so as to attract more business from the existing household and income base in Roxbury; and
- b. An Economic Development Strategy is proposed for Phase II, to increase the number of households and to increase incomes in Roxbury on the demand side, and a Unified Development Strategy is proposed, as well, to improve the merchandising mix in Dudley Square on the supply side in order to compete successfully with probable improvements in competing retail centers by the year 2000.

An Immediate Action Strategy for Phase I

Create a Dudley Square retail task force to pursue the following actions:

1. Meet with Area B police officials to adopt a Public Safety Compact for Dudley Square that will spell out the plans and schedules, the personnel and equipment requirements, and the related public and private costs, for public safety program elements such as:
 - a. on-foot patrols by police officers with frequent in-store visits during business hours;
 - b. 24 hour in-store surveillance systems, where warranted, with a central control station;
 - c. strict enforcement of posted no-trespassing areas;
 - d. strict enforcement of proper on-street and off-street parking practices.

2. Meet with appropriate public officials and others to adopt a maintenance program:
 - a. to establish effective street-cleaning and sidewalk cleaning schedules;
 - b. to establish effective surface treatment, cleaning and maintenance procedures for vacant lots, public and private.
3. Meet with appropriate public officials to adopt a parking program:
 - a. to establish paid and by-permit secure off-street parking areas for long-term users such as retail, service and office employees and managers, and transit riders;
 - b. to designate secure on-street and off-street parking areas for short-term users such as customers and clients including consideration of special permits and validation approaches.
4. Meet with appropriate public officials and others to adopt design criteria and implementation procedures:
 - a. to encourage high quality improvements of storefronts, facades and signs on existing properties and properties undergoing rehabilitation;
 - b. to encourage the installation of appropriate street lights, sidewalk pavement, street trees, trash receptacles, and other street furniture.
5. Meet with appropriate public officials and others to institute a festival marketing program that will celebrate the ethnic and racial diversity of Roxbury with weekend and holiday public markets and festivals centered on the former Blair's Foodland property.
6. Engage a consortium of real estate brokers to undertake the leasing of the 35,000 s.f. of existing vacant space that comprises the Phase I expansion program for Dudley Square.
7. Meet with appropriate public officials and others to consider the establishment of a Retail Academy:
 - a. to offer education, training, and placement in retail and services occupations to Roxbury residents; and
 - b. to provide support services, such as day care, for children of parents employed in Dudley Square.
8. Meet with appropriate public officials and others to prepare operating budgets for the Immediate Action Strategy, and to work out ways and means of supporting the public and private costs of the Action Strategy.

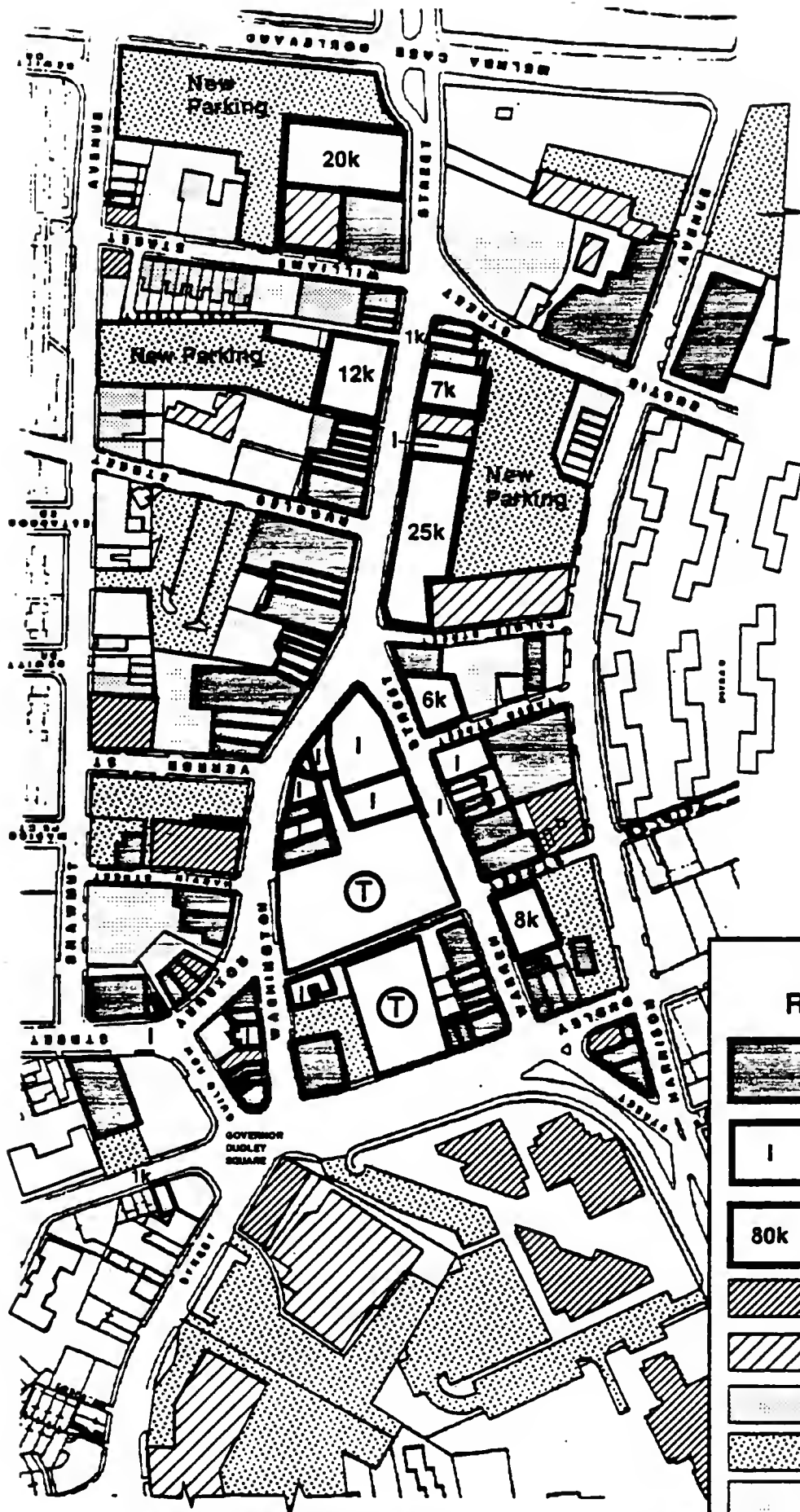
The increase in sales of 10 % for the Phase I retail program from a fair share amount of \$ 41.8 million to a target amount of \$ 46.0 million could be generated by the aggressive pursuit of the Immediate Action Strategy. There is ample evidence in the shopping center industry of situations where experienced retail development companies have turned-around failing or moribund retail properties by creative management practices, such as those described above, that are sensitive to the markets to be served.

An Economic Development Strategy for Phase II









A fair share sales volume of \$ 49.6 million is estimated for the Phase II retail program of 290,000 s.f. This sales volume would be achieved, all other things being equal, if there are no improvements in the retail competition (described as AllOtherRetail). The target sales volume established for Phase II, however, is \$ 58.0 million. This is \$ 8.4 million, or 17 %, higher than the fair share amount. At least this level of sales would be required to attract new retail stores to Dudley Square. Even if there were no improvements in AllOtherRetail, this target would be difficult to reach. It is likely, however, that there will be improvements in AllOtherRetail. Massive additions to the retail base in downtown Boston are likely within the next 5 to 10 years; and transit access to downtown Boston along Washington Street is likely to be improved by the year 2000, as well. Both of these improvements would increase the attracting power of AllOtherRetail in the market analysis model, and would tend to divert Roxbury customers from Dudley Square to downtown Boston. For Phase II, therefore, An Economic Development Strategy is proposed on the demand side, to increase the number of households and to increase incomes in the Roxbury trade area; and a Unified Development Strategy is proposed on the supply side to reinforce the effects of the Phase I Immediate Action Strategy.

The Dimensions of an Economic Development Strategy

- a. Assume for the purpose of illustration that half of the required increase in sales would be generated by improvements on the demand side, and half would be generated by improvements on the supply side: an increase in sales of \$ 4.2 million a year to be generated by each effort to make a total increase of \$ 8.4 million.
- b. Starting on the demand side. The market analysis model shows that retail sales at Dudley Square represent a 28.7 % share of GAFO & Convenience expenditures in the trade area. The amount of \$ 4.2 million in sales from (a) divided by 28.7 %, therefore, calls for an additional \$ 14.6 million of GAFO & Convenience expenditures to be made by trade area households.
- c. GAFO & Convenience expenditures, in turn, represent 32 % of household income. The amount of \$ 14.6 million in GAFO & Convenience expenditures divided by 32 %, therefore, calls for an additional \$ 45.6 million in household income in the trade area.



DUDLEY SQUARE RETAIL PROGRAMS

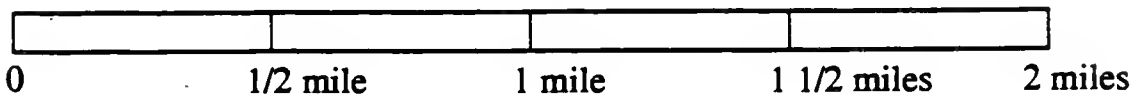
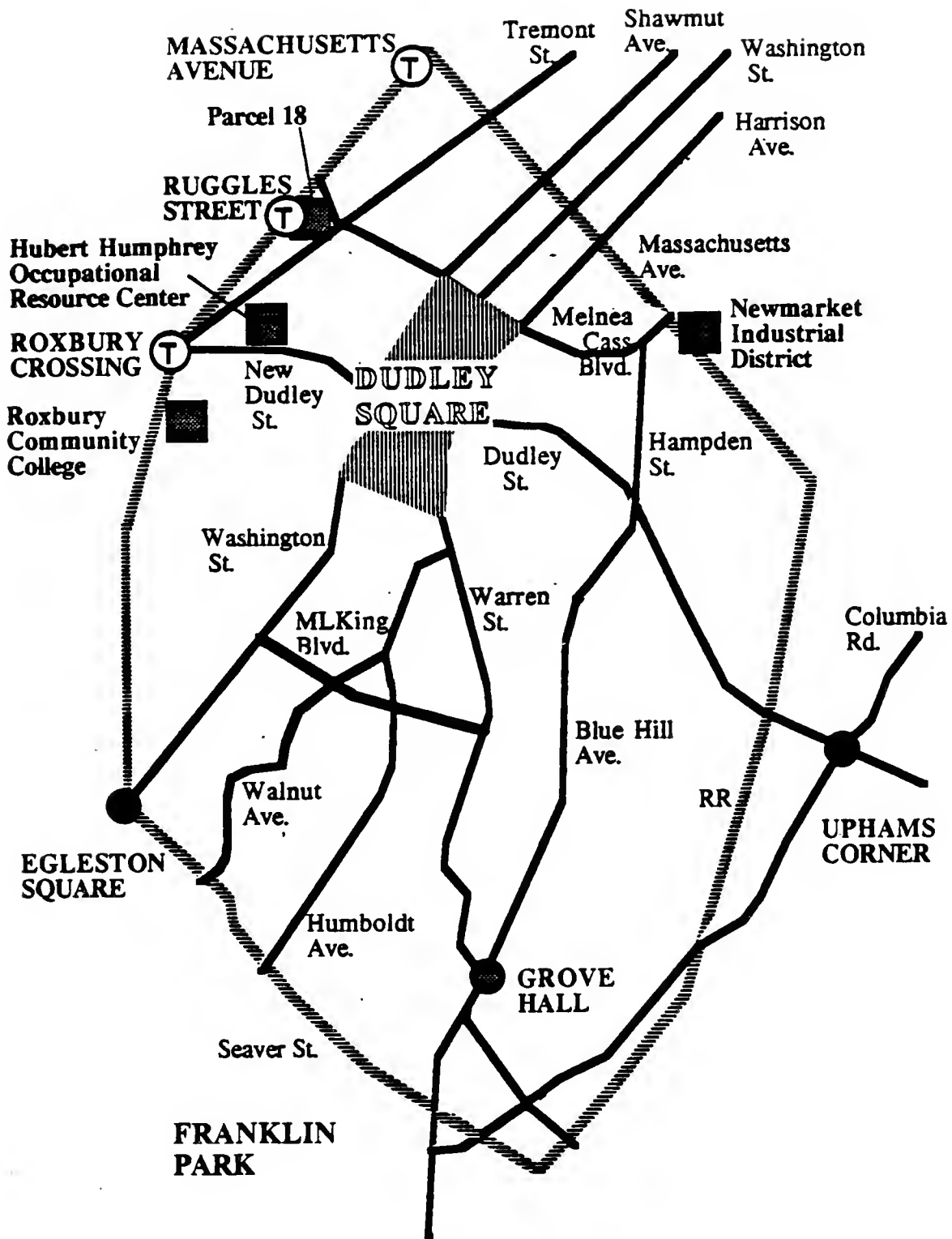
	Existing Retail, Consumer Services & Banks 246,000 s.f.
	Phase I Additions 35,000 s.f.
	Phase II Additions 80,000 s.f.
	Offices, Organizations & Institutions
	Other Non- Residential
	Residential
	Parking
	Open Land

- d. There are 20,000 households in the trade area in 1990. The average income per household is \$ 27,000. If all of the additional income of \$ 45.6 million would be generated by additional households with income characteristics similar to those in the trade area in 1990, then $(\$ 45.6 \text{ million divided by } \$ 27,000/\text{household}) = 1,689$ additional households required over a period of 10 years to support half of the increase in sales targetted for the Phase II retail development program by the year 2000. This works out to an average of 170 households a year, or a modest growth rate of slightly less than 1 % a year. Then, assuming that some portion of the required increase in household income would be credited to existing households, the required rate of households to be added would be somewhat lower than 170 units a year. For preliminary discussion purposes, therefore, we are indicating that the addition of 100 to 200 households a year, at current income levels, will be required in the Roxbury trade area to provide support for the Phase II retail development program at Dudley Square (see TRADE AREA map, page 9).
- e. This rate of 100 to 200 additional households a year implies a parallel increase in job opportunities in the Boston area for the persons who would be creating the demand for the additional housing in Roxbury. Some of these jobs would be created in the retail, service and office establishments to be developed in Dudley Square. The increase of 115,000 s.f. of Retail, Consumer Services & Banks space in the Phase I and Phase II retail development programs and the increased business in the existing stores and services, for example, would generate 300 to 400 retail and service jobs in Dudley Square. Additional openings would be created in offices and institutions to be developed in Dudley Square. What is emerging from these preliminary considerations is an apparent need for a framework to weave the strands of expenditures and sales, of supply and demand, and of housing and jobs into nothing less than a comprehensive Economic Development Strategy for Roxbury that would be focused on Dudley Square.

The concluding section of this report identifies a course of action on the supply side, to be pursued in a subsequent report, to generate the other \$ 4.2 million in increased sales required to support the Phase II retail program.

A Unified Development Strategy

The increase in GAFO & Convenience retail sales to support the Phase I retail program would be generated by improvements in the supply side alone, as described in the Immediate Action Strategy. These improvements in public safety, in maintenance, in parking, in design, and in marketing would stimulate an increase in sales of at least 10 % over the fair share sales volume



ROXBURY TRADE AREA

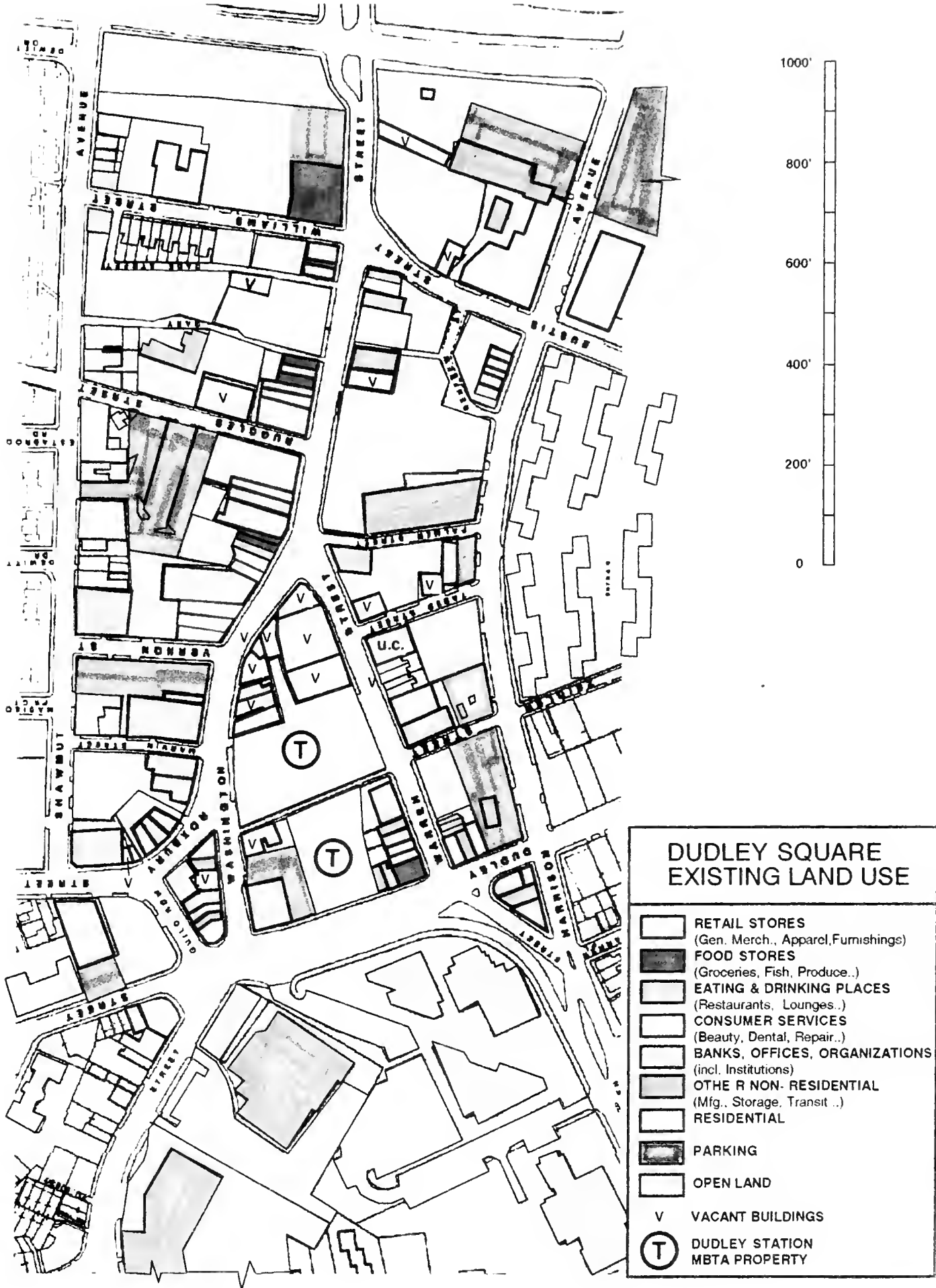
calculated by the market analysis model. The remaining component of supply side action available to address the \$ 4.2 million increment of sales needed to achieve the Phase II target amount of \$ 58.0 million is merchandising. The single most effective way to improve the performance of a retail center is to introduce an exciting retail attraction into the merchandising mix. This might be a famous-name store, such as Bloomingdale's, or Saks Fifth Avenue, or Neiman-Marcus, which has the proven ability to attract customers from an entire metropolitan area to a single location. Or it might be a one-of-a-kind store or a complex of stores with a special theme that may be attractive only to a single segment of the market, but that would attract customers in that market segment from an entire metropolitan area, and from out of town, as well.

Special retail attractions are costly necessities for successful retail centers. Developers literally buy famous-name stores, for example, to enhance the values of their retail centers. And they support the costs of these attractive acquisitions by deriving high rents from the small stores in the retail centers that benefit in turn from the increases in customer traffic generated by the famous-name stores.

A famous-name store such as Bloomingdale's is likely to be out of reach for Dudley Square. An alternate possibility is proposed for consideration, however. This would involve the organization of a development entity that would have the ownership structure and the financial capacity to offset the costs of creating a special-theme-complex from income derived from other rent paying activities in a unified development project.






This Unified Development Strategy could encompass a group of adjacent properties with multiple owners, or a whole city block, or a group of blocks. It could involve joint development action with public agencies which own properties within a block: such as the MBTA at Dudley Station, or the BRA at Blair's Foodland. This strategy will call for the highest degree of cooperation among private owners, and between private owners and public agencies.

The Unified Development Strategy will be tested in a subsequent report in this continuing effort to revitalize Dudley Square as a vital commercial and community center for Roxbury.





ILLUSTRATIVE RETAIL PROGRAMS

-  EXISTING RETAIL, CONSUMER SERVICES & BANKS
246,000 square feet
-  PHASE ONE ADDITIONS
(Lease Existing Vacant Space)
35,000 square feet
-  PHASE TWO ADDITIONS
(New Stores and Services)
80,000 square feet
-  NEW PARKING
-  DUDLEY STATION
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